

2013

LEBANON FIRE DEPARTMENT



ANNUAL REPORT

INTRODUCTION

As we enter 2014 the Lebanon Fire Department has begun to evaluate our service delivery for 2013 and plan for what appears to be another busy year ahead. Calls for service in 2013 increased slightly (7%) over 2012. The city continues to see great commercial growth and new technologies which challenge the fire department's ability to provide a consistent high level of service. This high level of service would not be possible without the men and women of the Lebanon Fire Department. Our community is blessed with the most professional and dedicated emergency personnel in the Upper Valley! Their professionalism and dedication was proven as the city faced challenging severe flash flooding in July. Fire department personnel worked tirelessly to rescue residents who were trapped by a landslide that blocked access to their housing development and partnered with police department personnel to perform door-to-door welfare checks and supply bottled water to all residents in affected areas.

I also must recognize our fire prevention division for their hard work. Not only do they handle the extreme volume of activities related to fire code review and enforcement, they respond to major emergencies and are charged with investigating the origin and cause of all fire incidents.

Major Activities for 2013

- May through June – several suspicious brush fires occurred along the old railroad trail and along several hiking trails. These incidents remain under investigation by the Lebanon Police and Fire Departments.
- July through August – major flash flooding caused over 6 million dollars in damages to throughout the city. In particular the area of Slayton Hill Road, Dulac Street and Tannery Lane were hardest hit.
- September – a transformer fire at the Dartmouth Hitchcock Medical Center caused a smoke condition throughout the hospital. This incident disabled power to the hospital ventilation and air condition systems.
- September through December – fire department administration and prevention staff reviewed plans for Dartmouth Hitchcock Medical Center's conversion from fuel oil to compressed natural gas as a primary heating fuel source. This new technology has created numerous emergency planning and response considerations and training for all fire department personnel.
- October – Department Paramedics administered seasonal flu vaccine to over 1300 school children throughout the Upper Valley.

I would like to thank the Lebanon City Council, Mayor, City Manager, City Departments, the residents of the City we proudly serve, and the dedicated members of the Lebanon Fire Department for your continued support.

Chris Christopoulos, Jr., CFO
Fire Chief

ADMINISTRATION

In preparation for the 2014 City Budget the department administration finalized the Fire Department Outcomes (see appendix A).

Major Goals for 2014

- ✓ Develop a self-inspection process for 3 or greater family dwellings
- ✓ Update the City of Lebanon Fire Prevention Code
- ✓ Update Ambulance and Fire Prevention Fees
- ✓ Draft a model post-disaster recovery annex to the City's Emergency Operations Plan

EMERGENCY ACTIVITY

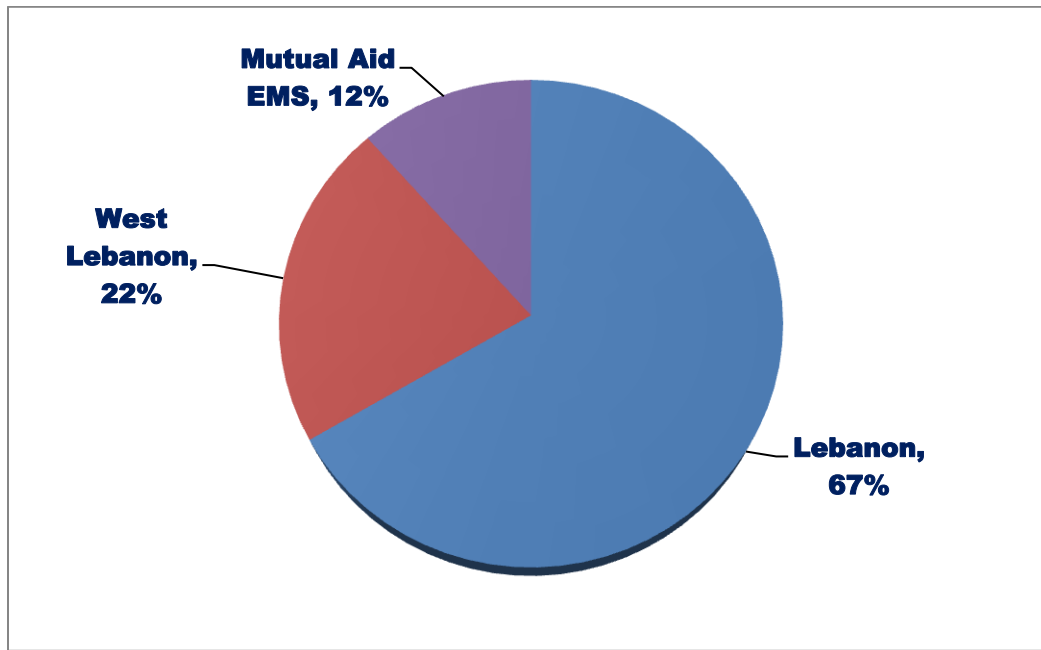
Our firefighters respond to fires, emergency medical calls, hazardous materials emergencies, auto accidents, fire alarms and other service calls. All of the above responses require a high level of training and personnel resources. For example, to safely combat a fire in a single family residence we require a minimum of 16 firefighters on scene within 9 minutes. Full-time career personnel provide 24/7 staffing of the stations as follows:

- Station 1 – South Park Street, Lebanon – 1 Captain, 1 Lieutenant and 2 Firefighters
- Station 2 – Main Street, West Lebanon – 1 Lieutenant and 1 Firefighter
- Station 3 – Route 4, Lebanon – no staffing

There are a total of 24 Career Firefighters (1 vacancy remains unfunded), 2 Fire Inspectors, 1 Fire Chief, 1 Assistant Fire Chief, 1 Department Administrative Assistant (vacant and unfunded), 5 paid on Call Firefighters and 5 Support Staff. Call Firefighter Paul Ames retired from the department as of December 31, 2013 after serving for 14 years.

The Department responded to 3,110 calls for service, which represents a 7% increase over 2012. There were a total of 87 fires (building, vehicle, brush, cooking, etc.) with an estimated dollar loss of \$584,844 and dollars preserved/saved of \$14,998,859. Fires accounted for 3 % of our total calls for service.

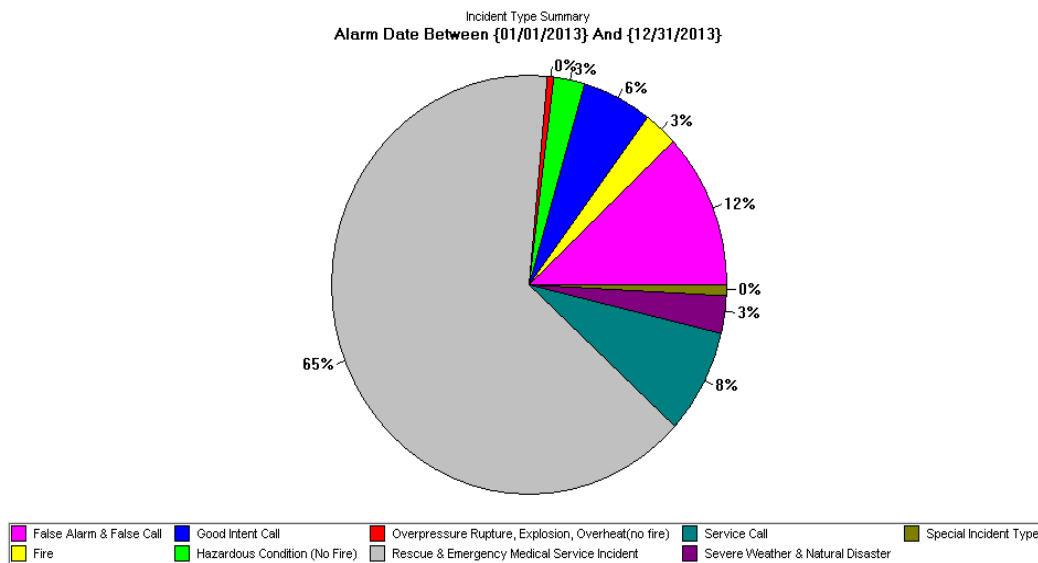
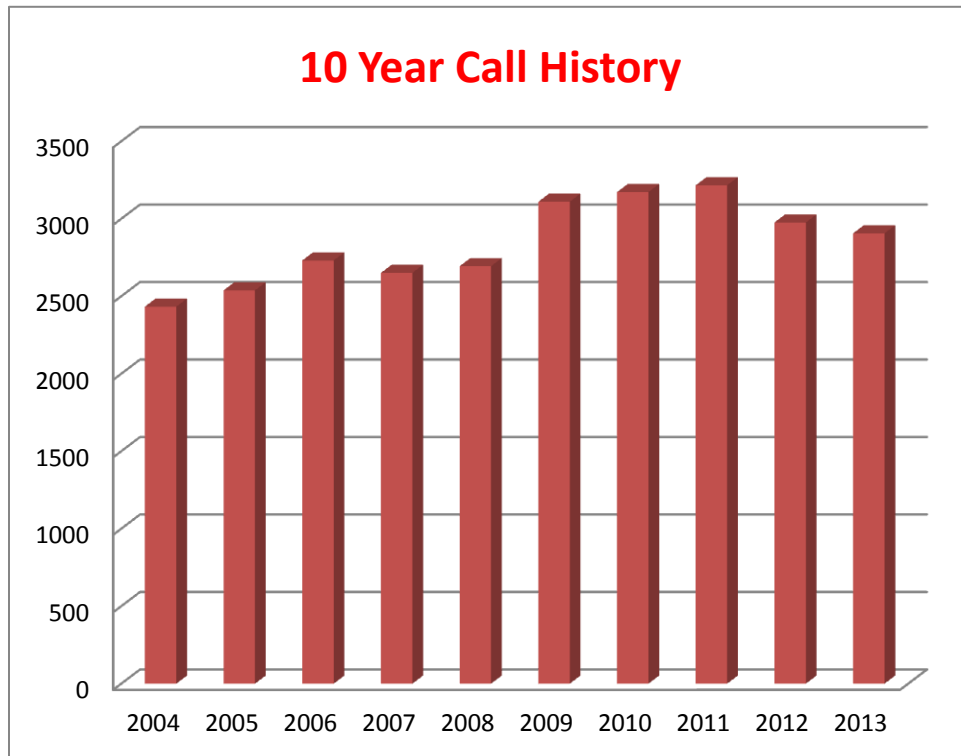
Lebanon Fire Department ambulances responded to 2,037 calls for emergency medical service involving 2,162 patients. Of those, 904 required advanced life support (IVs, medication, advanced respiratory support, cardiac monitoring) and transport to a hospital, and approximately 626 required basic life support (splinting, oxygen, bleeding control) and transport to the hospital. A smaller number of calls either did not need transport to the hospital or persons declined transport.

**EMS CALLS BY SERVICE AREA****Total Fire Department Revenues for 2013**

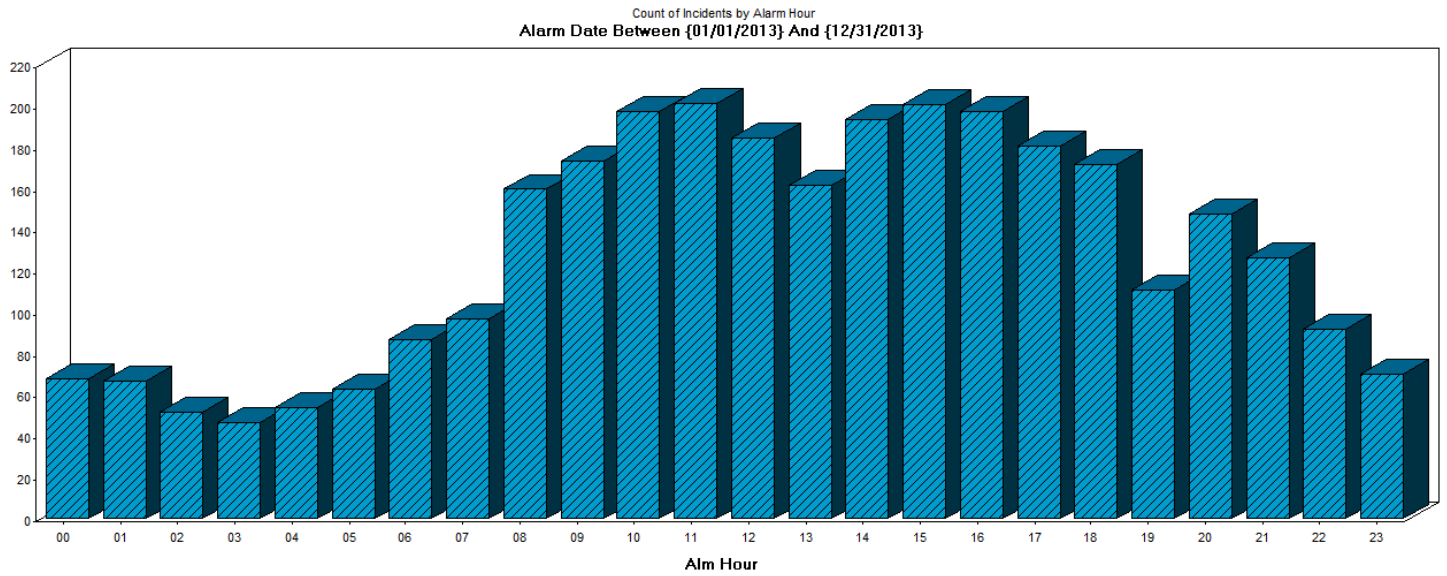
- Ambulance Billing Services - \$596,071.50
- Enfield – Contracted EMS Calls - \$44,520.00
- Plainfield – Contracted EMS Calls - \$16,430.00
- Paramedic Intercepts - \$6,035.00
- Fire Records and Code Enforcement \$3,788.87

Total Revenue = \$666,845.37

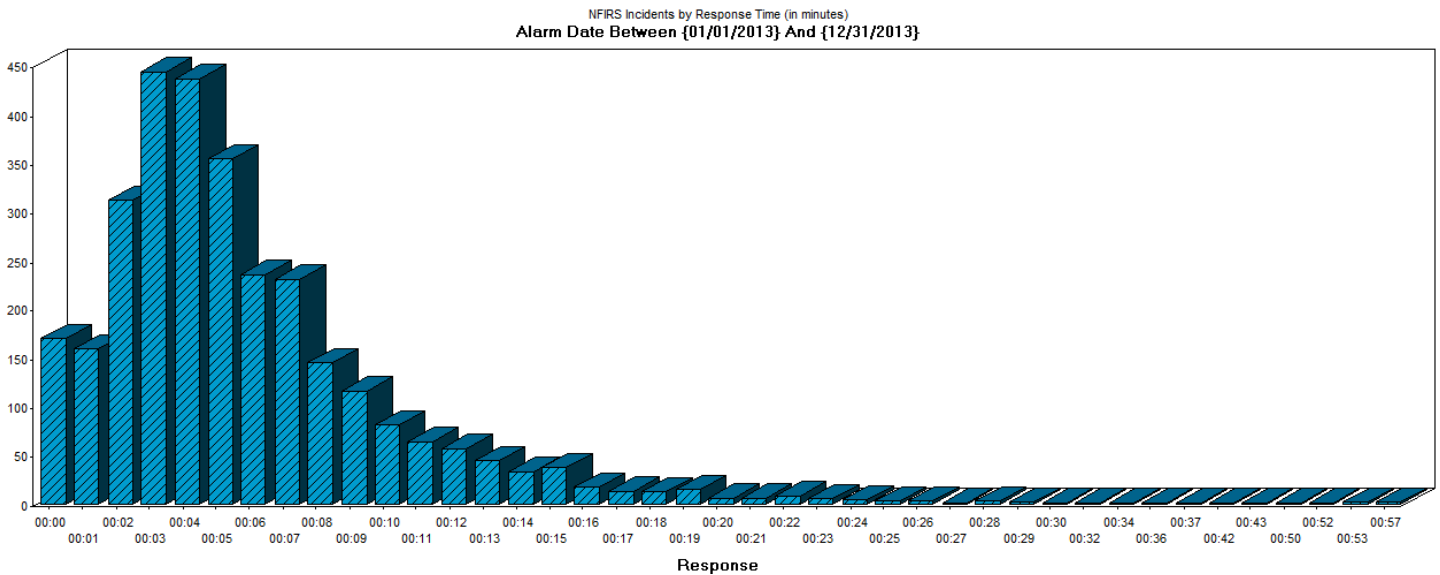
In addition to fire and EMS calls, the public relies on the Fire Department to assist them when they have a problem. 18% of our total calls for service are classified as good intent or service calls. Some examples include: hazardous conditions, fuel spills, carbon monoxide incidents, downed power lines, water removal, and smoke conditions.



INCIDENT TYPE SUMMARY



INCIDENTS BY HOUR OF THE DAY



INCIDENT RESPONSE TIMES

During the year the Fire Department had 1,057 instances in which there were multiple calls for service being handled at the same time within the City. Our region relies heavily on mutual aid services to provide firefighter and public safety for fire incidents and for additional resources when the City has multiple calls. Our response system relies heavily on automatic and requested mutual aid in order to provide safe and rapid response to all emergency calls. The following is a breakdown of mutual aid given and received for 2013:

- Mutual Aid Received – 77 times
- Mutual Aid Provided – 97 times
- Mutual Aid – Contracted EMS Provided - 206

OPERATIONS

All individual divisions under department operations report directly to Assistant Chief Jeffrey Libbey.

2013 was a busy year operationally in the fire department. In the absence of an administrative assistant, department administration has been working very hard to try and manage all day to day operations along with administrative work as well. Administration continues work toward utilizing less paper, but also trying to consolidate plan reviews to give the department some added space. The past year has been spent researching methods to appropriately scan the plans and save them to the computer.

The department has been working on several software upgrades to better meet the operations of the department and goals as set forth in the department's outcomes. The first operational change will be in how our personnel are dispatched to ambulance and fire calls. We currently utilize radio paging and alpha pagers to notify all personnel of emergency calls and the need for recall personnel to cover the station during busy times. During an extensive review of the system, we discovered that during the initial phase of an emergency call radio traffic was so busy that personnel were not able to communicate efficiently on the fire ground. Working cooperatively with the police department and emergency communications, we were able to find software through IMC, the software vendor currently utilized for police dispatch, which would allow the dispatchers to input call data once and automatically activate alpha pagers and text cell phones for emergency calls. This will streamline the dispatch process. This system is expected to be fully operational in March 2014.

The second software change that has been an ongoing challenge is the Firehouse software department records management system which stores emergency call data, fire prevention records, equipment inventory and maintenance, and staffing information. One of the areas that we have been working toward is updating all the occupancies in the City of Lebanon. We have updated the inventory, payroll, and apparatus maintenance categories to make the software easier to navigate. The data input for the Firehouse software has been very time consuming and is still a work in progress.

TRAINING

The training division in its entirety is overseen by the Assistant Fire Chief and managed on a day to day basis by a shift level Captain. The responsibility of the training division is to develop, facilitate and track Fire, EMS, Hazmat and Technical Rescue training for all members career and paid on call. Training is an essential piece of any fire department to insure effective service delivery and the safety of the citizens and firefighters.

Training within the Lebanon Fire Department is broken into 2 simple categories. The first is known as in house training. Typically these training sessions are completed on at shift level during a day to day basis and prescribed by the training division or company officer. The second category is outside training. This involves members traveling to of campus locations such at the New Hampshire Fire Academy, National Fire Academy or a variety of other locations to receive training. On certain occasions this may also involve the hiring of a subject matter expert to come to the Fire Department and provide a training program. This particular category is often times the most sought after because of its tendency to offer the most up to date information and highest quality of instruction in the modern day fire service. Unfortunately the accessibility of this training is often times limited to financial restraints.

In January of 2013 a needs assessment of the existing training program was performed to determine its effectiveness. As part of this process every member of the organization was given the opportunity to express their views and submit their suggestions through an anonymous survey.

Members answered questions regarding the effectiveness of shift level training, the accessibility of outside training opportunities, programs or topics they felt were necessary and not currently being offered; as well as the opportunity to discuss what they felt wasn't working and suggestions for improvement. Additionally information was collected from the analysis of emergency calls that identified deficiencies in service delivery. Following the data collection phase of this process a list of reasonable and obtainable goals was established.

The Lebanon Fire Department Training Goals are outlined below:

	Completed
DEVELOP & FACILITATE A SURVEY THAT MEASURES THE SUCCESS OF THE CURRENT TRAINING PROGRAM & ALLOWS FOR IMPROVEMENT SUGGESTIONS	Feb-2013
DEVELOP MISSION, VISION & VALUES FOR THE LFD TRAINING PROGRAM	Jun-2013
DEVELOP A SUSTAINABLE FISCALLY REASONABLE TRAINING BUDGET THAT MEETS THE NEEDS OF ALL MEMBERS & CITIZENS	
DEVELOP AN EFFECTIVE MONTHLY IN HOUSE TRAINING PROGRAM	Dec - 2013
DEVELOP A SINGLE POST INCIDENT CRITIQUE FORM USED AT THE SHIFT & DEPARTMENT LEVEL	
DEVELOP A CAREER DEVELOPMENT PLAN FOR FIREFIGHTERS WITH CLEAR AVENUES FOR SUCCESSION IN ALL DIVISIONS OF THE DEPARTMENT	
DEVELOP A SINGLE PROBATIONARY TRAINING PROGRAM THAT FORMS A SOLID CONSISTENT FOUNDATION FOR ENTRY LEVEL FIREFIGHTERS	Nov-2013
DEVELOP A PEER COMMITTEE THAT HAS A VOICE INTO THE DEVELOPMENT OF THE ENTIRE TRAINING PROGRAM	Apr-2013
INTERGRATE EMS INTO THE PROGRAM SO THAT BOTH FIRE AND EMS RECEIVE EQUAL ATTENTION.	
DEVELOP AN AWARENESS PROGRAM FOR FIREFIGHTER HEALTH & WELLNESS	
DEVELOP AN ANNUAL MAYDAY TRAINING PROGRAM THAT INVOLVES DISPATCHERS	

One of the continuous struggles encountered in an organization of this size, and the manner in which in house training is facilitated; is delivering a consistent message to all shifts in regards to in house training objectives coupled with increased emergency call volume and less time to effectively meet those objectives. The attempt to strengthen the consistency of message delivery led to the formation of a training committee. This committee is comprised of one member from each of the four shifts. Each individual is a certified fire instructor, and reports to the training captain.

The committee member's primary objectives are to assist him with program development and most importantly consistent delivery to their respective shifts. A majority of the collaboration between these members is done through conversations at shift change and email. Following its establishment; the first task of the training committee was to develop a mission, vision and set core values for the training division and program. These items referenced below will serve as the foundation of the division moving forward.

LEBANON FIRE DEPARTMENT TRAINING PROGRAM

Our Mission:

To provide all members of the Lebanon Fire Department, regardless of rank or experience, with training that will allow them to perform safely and with the highest level of competence.

Our Vision:

To construct and facilitate a 21st century Fire/ EMS training program that meets the needs of the citizens of Lebanon and the members of the Lebanon Fire Department. This program will encourage teambuilding, problem solving, and consistent service delivery. This program will be built, facilitated, evaluated, and revised through unified leadership.

Core Values:

Safety

Consistency

Fairness

Always reinforce the basics

Make the next generation better than we are

Always strive for a higher level of competency

Respect tradition while embracing change

The next step taken to improve the consistency of program delivery was the purchase of a Learning Management System (LMS). This particular system is called Target Solutions and offers a wide range of options; to help assist the organization in consistent program delivery.

Traditionally in house training has been all hand crafted. Target solutions is a web based system that is primarily supported by ISO, NFPA, OSHA and the National Registry, which are the largest sources of educational material for the fire service. Additionally this type of system allows administrators to continue to build their own training topics to meet specialty needs of a particular organization.

Perhaps the most unique feature of the program is its ability to set up individual profiles for users based on rank, and certifications. This allows both the user and the training division to not only track training requirements but adjust topics to so that

individuals can receive the appropriate level of training. Target Solutions was launched in October of 2013 and has shown success to this point with positive feedback from members.

While the core of training is completed “in house” the value of quality outside training cannot be emphasized enough. Often time’s in house training is great for improving proficiency and maintaining basic skill sets. Outside training allows members to travel to off site locations and receive quality education on new trends in this constantly evolving profession. This often times has been a challenge do to financial restraints. While limited funding is available for outside training a majority has been completed through state level grant funding. Below is a summary of in house and outside training sessions that members participated in during 2013.

Out Side Training:

Self Rescue Device:

In April members of the Lebanon Fire Department were issued personal escape devices. This device consists of a rope, anchor hook and belay (mechanical friction device) that allows firefighters the ability to escape a hostile fire environment in a multiple story building should they not be able to retreat in traditional manner.

Due to the increase in light weight building construction and home furnishings that are extremely combustible, interior conditions while battling a fire and searching for victims can change rapidly forcing firefighters to emergently exit the building. Following the purchase of these devices Firefighter PJ Johnson from Kittery Maine Fire Department and Chief Chris Silver from the Hampton NH Fire Department both considered subject matter experts provided a single day training for members of the Lebanon Fire Department. During this training members practiced safely anchoring there system and rapidly exiting a third floor window.

Grant funded Training:

A large sum of grant money that was secured by the New Hampshire Fire Academy and as a result variety of special programs where offered by the state at no charge to local municipalities.

One of the, most attended programs by Lebanon Fire Department members was Swift Water Rescue. The program is broken into four levels. The first level is a four hour awareness program. The following is level one and is approximately 24 hours in length and covers basic water rescue operations and self-rescue techniques, level two is the most technical discipline and is an additional 24 hours of training that encompasses all of level one and adds rope systems and more technical scenarios. The final portion of the program is Swift Water Boat Operator. Currently there are four members certified at the awareness level, nine members certified at level one, seven members certified at level two, and four swift water boat operators.

At different time periods throughout the year 12 members of the Lebanon Fire Department attended a Fire Ground Safety and Survival Course that was developed by the International Association of Firefighters.

This class involves an 8 hour lecture followed by an additional 16 hours of strenuous practical evolutions. The objective of this program is educating firefighters on self-survival and rescue techniques. The entire program is written and facilitated by firefighters across the country that have survived or been a part of an incident where a fellow member either perished or was severely hurt while engaged in interior firefighting or search and rescue operations. Lebanon Fire Department was also fortunate enough to have five members certified as trainers for this extensive program. These members endured 4 additional days of physically grueling training to obtain their certification. Congratulations to FF. Eric James, FF. Jeff Clattenburg, FF. William Rancourt, FF. Jonathan Copeland and FF. Joel Coelho.



Other Grant funded programs that members attended were rope rescue, confined space rescue and trench rescue. As well as a variety of NIMS Incident Command classes.

Along with grant funded training the Lebanon Fire Department received a \$51,000 grant to upgrade its technical rescue equipment and capabilities. This equipment was arrived in late summer and will be a great compliment to the specialized training that members have received in the last year.



DEPARTMENT PERSONNEL MODEL GRANT FUNDED RESCUE EQUIPMENT

Related to EMS training, there continues to be significant requirements related to the maintenance of certifications. Approximately nine paramedics completed their annual 48 hour refresher along with 24 hours of continuing education. There has also been a national curriculum change requiring members certified at the EMT-Intermediate level to transition to what is known as AEMT (Advanced Emergency Medical Technician). This transition is mandated to be complete by 2016. Lebanon Fire Department was one of the first in the state to transition the required members in 2013. Congratulations to Lt. Kevin Follensbee, FF. Joe Filipi, FF. Todd Hamilton, and FF. Jonathan Copeland for this accomplishment.

Additionally Lebanon Fire Department Paramedics became certified as PIFT level paramedics in 2012. This allows paramedics to emergently transport acutely sick patients requiring specialized care from smaller hospitals to a larger specialty care center. This year all Paramedics completed approximately 24 additional hours of continuing education in this area with a hybrid of in house instruction and external resources to fulfill the advanced requirements.

Lebanon Fire Department members completed approximately 1500 hours of required EMS training, with a large quantity of that requiring specialized instruction. This demand is constantly on the rise and is essential to insuring the citizens of Lebanon are receiving high quality EMS service. Additional outside training hours totaled approximately 350 hours.

In House Training:

As mentioned above a proportionally larger amount of the training completed is “in house”. Topics covered in this area are; SCBA familiarization and operation, ropes and mechanical advantages, search and rescue, ground ladders, calling the MAYDAY, hose line deployment and handling, thermal imaging cameras, live fire suppression in acquired an structure, EMS protocol review, airway management, pharmacology, ETCO2 monitoring totaling approximately 912 hours of in house training which occurred in down time between emergency calls.



Acquired Structure:

In April DHMC was generous enough to donate a vacant residential structure to the Fire Department for training purposes. This is often times referred to as an “acquired structure”. This structure was actually used to train members in a live fire environment. Members spent numerous hours preparing the building to insure that it complied with all applicable safety standards. Once the building was deemed safe; live fires were kindled in a controlled manner and teams of firefighters practiced extinguishing them. These

particular opportunities are considered a high risk training evolution however they provide realistic scenarios in a controlled environment.

In conclusion 2013 was considered a year of reorganizing and reenergizing the training division. Positive progress was made and 2014 promises to be met with more challenges that we are prepared to meet head on.

EMERGENCY MEDICAL SERVICES

This division is headed by Captain Andrew White. The capabilities of our Emergency Medical Services (EMS) operation during 2012 were enhanced significantly through several quality improvement initiatives.

This year saw continued growth in both the capabilities of EMS operation and in the maintenance of quality of care already provided.

Through the State of New Hampshire, Lebanon Fire Department received two ventilators to be used to provide consistent ventilator support for patients en route to hospital from emergency scenes and for critically ill patients being transferred from one healthcare facility to another. All paramedics in the department were trained on these by educators who teach at the respiratory therapy program at River Valley Community College. These ventilators will be installed in the ambulances in the next month.

In addition to the normal required continuing education, all the department paramedics completed extra training that allows for providing a higher level of care to critical patients being transferred from one hospital to another.

The in house quality improvement program started in 2011 continues to function. We are exploring working in conjunction with a regional quality improvement program being implemented by our medical director at DHMC.

Our call volume and high percentage of experienced EMS providers make Lebanon Fire Department a desirable site for EMS students to complete their clinical training time. This year has seen a large number of students observing and learning under the supervision of our experienced crews.

The Lebanon Fire Department is dedicated to providing high quality medical care to the people it serves. We continue to do this by hiring quality providers, training well, and by implementing system and equipment improvements to give those providers the best tools to serve well.

FIRE ALARMS AND COMMUNICATIONS

The Fire Alarm Division is headed by Captain Jeffrey Egner.

In 2012 the Lebanon Fire Department Fire Alarm Division worked toward streamlining its operation. In doing so, Captain Egner took over the administrative duties of the fire alarm technician, freeing him up to perform more hands on tasks in the field. The department also sent Captain Egner to the International Municipal Signal Association's school to become certified as a municipal fire alarm technician, Level I.

Throughout the year, we installed 6 new municipal alarm boxes on 3 existing buildings and 3 newly constructed buildings within the City. There were also 3 emergency repairs conducted on the municipal copper circuitry due to either construction mishaps of digging up underground cables, or overhead lines being pulled down by vehicles.

At the request of Public Works, a new fiber optic cable was strung from City Hall to the GAR Soldier's Memorial building so that the heating plant could be monitored by Honeywell.

An update and overhaul of the Master-box inspection, maintenance, and testing worksheets was completed to facilitate a more easy and streamlined approach to quarterly testing of the system.

Some of the services that needed to be contracted outside of the department were the removal of the fiber optic junction box at the School Street School prior to the sale of the building to maintain the emergency communication systems for both Police and Fire.

With the upcoming sale of more school district property, these services will need to be sought again to maintain the continuous integrity of the fiber optic system. There have also been numerous pole changes that were contracted out due to the size and placement of new utility poles. Our current fire alarm truck is being quickly forced into retirement as the length of the boom is not sufficient to perform the daily operations of simple tasks such as pole changes.

The outlook for 2013 shows multiple large scale developments within the City, which will require expansion of the existing system. Among them are: Altaria (Centerra Business Park), Iron Horse, Riverside Park, Rivermere, and Prospect Hill Development.

Other fiber optic projects in need of attention would be the extension of the fiber optic system to Sachem Village to provide a more reliable link for the emergency communications radio system for Police and Fire. Also, the repair and reconnection of the copper cable between the scale house to the maintenance garage at the landfill.

BUILDING MAINTENANCE

The Building Maintenance Division is headed by Captain James Wheatley.

It has been another long year for building maintenance. Numerous repairs and energy efficiency updates challenged this division throughout the year. Goals for the coming year include evaluating all department buildings and developing a building improvement plan. Due to recent issues with the underground fuel oil storage tank at station 1 a complex review of the heating plant and type of fuel utilized for heating will be conducted in 2014. The underground tank is over 20 years old and not venting properly. Repairs can only be made by digging up the tank and we are concerned about the potential environmental damages associated with these repairs.

APPARATUS AND EQUIPMENT MAINTENANCE

The Vehicle Maintenance Division is headed by Captain Chris Simon.

This report is a general overview of fleet maintenance work as completed by either the Department or outside vendors as needed. For ease of reading it is listed by each vehicle in the Lebanon Fire & EMS Fleet.

Car#1 a 2009 model year Ford Taurus used by Department Chief. Regular maintenance and services, no major mechanical issues and tires were replaced.

Car#2 a 2008 model year Ford Taurus used by Department Assistant Chief. This vehicle also serves as a transportation unit for member's attending outside training classes. Regular maintenance and services performed.

Car#3 a 2007 model year Ford Expedition used by Fire Inspectors. Regular maintenance, front suspension, brakes, exhaust, tires replaced and engine tune up completed this year. The emergency lighting system is in need of updating or replacement. As components fail were having difficulty obtaining replacement parts.

Car#4 a 2008 model year Ford Escape used by Fire Inspectors. Regular maintenance, brakes, engine and exhaust system repairs and tires replaced. The engine required a recommended tune up per manufactures specifications.

Utility#1 a 2011 model year Ford F-350 Pick-up Truck used by Station#1 personal. This vehicle serves as a first response vehicle, personal transport, hauling and towing unit. Regular maintenance with no other issues this year.

Utility#2 a 1990 model year Ford F-350 Bucket truck used by all City Departments. Regular maintenance, brake, engine, exhaust, transmission, electrical and hydraulic lift system repairs and new tires. Annual service inspection of the lift system was also completed. This is similar to last year as the age of the chassis is becoming an issue with locating parts. At one point this past year the truck was down for almost 30 days waiting for replacement parts to be found.

Engine#1 a 2000 model year American LaFrance Fire Engine. Regular maintenance, brake & suspension, electrical system, pump piping & pump components were repaired this year. Also On- Spot chain system repairs and replacement parts.

Engine#2 a 2007 model year E-One Fire Engine. Regular maintenance, brake & suspension, electrical system, pump piping & pump components were repaired this year. Also On-Spot chain system repairs and replacement parts. The fuel tank straps failed and the fuel tank became dislodged. A local shop was able to repair with a much more reliable bracketing set up.

Engine#3 a 1986 model year 3-D Fire Engine. This Engine is a reserve Engine and does not get regular day to day use. Therefore its repair needs are much less than the other primary usage Engines. Regular maintenance, On-Spot chain system repairs and

replacement parts. This truck is due to be replaced in 2014 on the arrival of the new Quint, Truck 2.

Engine#4 a 1995 model year Smeal Fire Engine. Regular maintenance was done with a servicing of the fire pump again this year. Rebuilding of several valves on the fire pump was also completed this year.

Ladder#1 a 1990 model year E-One Ladder truck. Regular maintenance, annual testing of Aerial Ladder completed. Replacement of several micro-switches thru out the truck again this year. It was determined by the dealer that the switches were installed improperly thus causing repeated failure. The switches were replaced and installed correctly and the issue has been eliminated. Repairs to a radiator leak were done and the throttle system was repaired. An oil leak was also repaired and has been corrected at this time.

Rescue#1 a 1991 model year Ford L-8000 E-One Rescue truck. Regular maintenance and no major repairs needed this past year.

Ambulance#1 a 2012 model year Ford F-550 Lifeline Ambulance. This unit was received new and placed into service to Lebanon in November 2012. Regular maintenance with no major issues this past year.

Ambulance#2 a 2008 model year Ford E-450 Road Rescue Ambulance. This unit was formally Ambulance#1. Regular maintenance, brake & suspension, exhaust, engine and transmission repairs. On-spot chain system repairs and replacement parts.

Ambulance#3 a 2003 model year Ford E-450 Road Rescue Ambulance. This ambulance is the oldest in the ambulance fleet and being replaced in 2014. Regular maintenance, brake and suspension, cooling system over haul and replacement parts, engine, transmission and electrical system repairs were all done this past year. On-spot chain system was in need of a complete repair which was done.

Gator#1 a 2010 model year John Deere utility vehicle. This unit is used for wild land fire suppression, back country search and rescue missions. As well as any off road or limited access situation as encountered and needed by our personal. Regular maintenance was completed with no major issues this past year.

Boat#1 a 2010 model year Zodiac Rescue Boat. This is used for water emergencies on water ways in Lebanon. Regular maintenance was completed this past year.

All vehicles were registered and had State of New Hampshire vehicle inspections completed. Fire apparatus are on a bi-annual inspection schedule as required. All Fire Engine Fire Pumpers were tested by an outside service and passed. All Department ground ladders were tested along with the Aerial Ladder. This testing was done by an outside service and all passed.

The Fleet Maintenance Division is also tasked with maintaining and repairing all hand and power tools. Below are the most notable actions taken this past year. Several chain saws, generators and other mechanical tools were sent out and serviced this past year. All hand tools were checked for defects and repaired or replaced as needed.

Progress continues on the computerization of all maintenance records and servicing needs. This will allow for all personal to quickly identify, notify and schedule repairs and check for completion of such.

In March of 2013 all shift captains and assistant chief formed a committee to begin working on the Request for Proposal (RFP) for the new Quint fire apparatus. A Quint is a multi-purpose piece of apparatus that has a 75 foot ladder, pump with 480 gallons of water, and assorted ground ladders. The process consisted of meeting with numerous vendors throughout the country to learn about their products and determine the best piece of apparatus for our community. The committee met with six vendors and developed a RFP based on the fire departments needs. The RFP was released in May 2013 and of the proposals submitted chose Emergency One or Ocala, FL to build the vehicle. The Lebanon Fire Department expects to take delivery of this vehicle in the spring of 2014. Upon its arrival all department personnel will receive extensive training on the operations of this equipment and this vehicle will be assigned to Station 2 in West Lebanon.

FIRE PREVENTION

2013 was a busy year for the Fire Prevention Bureau. Activities were recorded in the following categories by percentage of overall work: Inspections (39%); consultations (27%); plan reviews (18%); emergency responses (9%); legal proceedings (5%); public education (2%) and investigations (1%).

Inspection activities included: Inspecting new structures and occupancies for certificate of occupancy; mechanical inspections, such as oil burner and propane inspections; place of assembly inspections and citizen complaints inspections. The Bureau also performed regular inspections of healthcare occupancies, foster care homes, daycares, fuel farm facilities, all schools and large apartment buildings.

The Bureau was involved with inspection activities related to the construction and occupancy of several large projects such as: Fuji-Diamtix renovations; Olympus Biotech renovations; change of use construction at 75 Bank Street; DHMC Advanced Imaging Center; DHMC Critical Care expansion; Quarry Hill Townhouses; Brady Sullivan-Prospect Hills townhouses; David's House renovations; Geisel Medical School offices; Dartmouth College Library Storage; Veteran's Administration file storage and offices and Ramunto's Pizza. Additionally, the new Element Hotel and the DHMC Williamson Translational Research Building began construction activities.

The Fire Prevention Bureau also assisted the City's Emergency Management Office and the residents in the Dulac Street and Slayton Hill neighborhoods in the recovery operations following the July rain storm and subsequent flood.

Consultations with the public were a significant area of work activity in 2013. Most consultations were with developers, designers, property owners and business owners. Consultation activity typically involved fielding questions related to code compliance and code interpretation. In 2013, a significant amount of consultation activity was related to the industrial sector. DHMC and XNG Corporation were assisted in their plan for designing, constructing, and commissioning a compressed natural gas facility near Building 10 of the DHMC campus. KLEEN Laundry and TransGas Corporation were

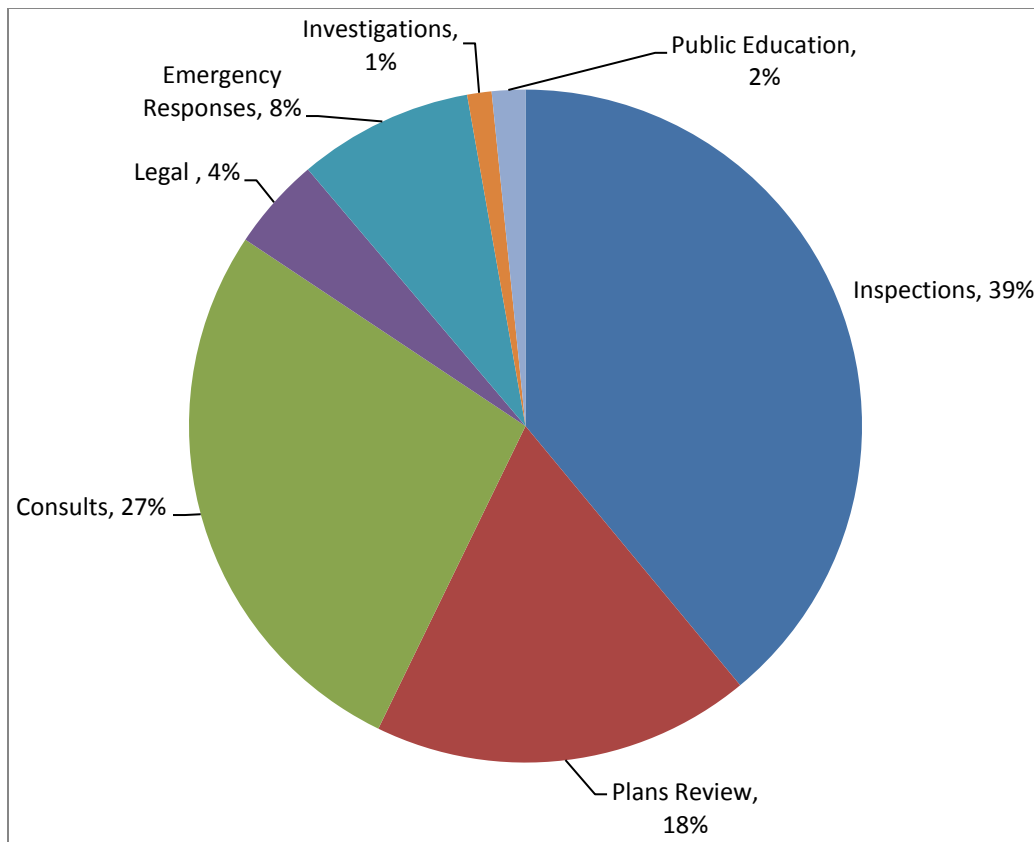
assisted in revising a facility inspection and maintenance program for the liquid natural gas plant on Foundry Street. Olympus Biotech was assisted in revising their facility's emergency plan and confined space policy.

Multiple fire incidents were investigated by the Bureau in 2013. The fire incidents ranged from intentionally set outdoor fires to accidental fires in apartment buildings. Several of the incidents were investigated with the assistance of the Lebanon Police Department and two incidents were investigated collaboratively with the New Hampshire Fire Marshal's Office.

Two youths who misused fire were involved with the Bureau's Juvenile Firesetter Intervention Program. This Program utilized a multi-faceted approach in involving the juvenile's parent(s), Lebanon Police Department, New Hampshire Juvenile Justice Office and West Central Behavioral in delivering educational content in an effort to reduce recidivism rates. In 2013, the Bureau was also part of the steering committee for the establishment of New Hampshire Youth Firesetting Task Force.

Public education was delivered to the public in various settings in 2013. Some examples of the type of education delivered included: Fire extinguisher training to employees of the City's Public Works, West Central Supply, Timken Aerospace and Ledyard Bank; shelter in place procedures for assisted living occupancies and emergency procedures for nursing home facilities. Numerous carbon monoxide detectors and over 200 smoke alarms were distributed to the general public in 2013.





2013 FIRE PREVENTION ACTIVITIES

EMERGENCY MANAGEMENT

The Lebanon Fire Department provides coordination for all activities related to the City of Lebanon Emergency Management Program and the Emergency Operations Center (EOC). The City's EOC is housed at the Lebanon Fire Department, Station 1 and serves as a command and control center in the event of a major incident. The City Emergency Management Team consists of: Greg Lewis, City Manager; Gary Smith, Police Chief; Mike Lavalla, Public Works Director; and Chris Christopoulos, Fire Chief and Emergency Management Director. Police Chief Gary Smith and Assistant Fire Chief Jeffrey Libbey serve as Deputy EMDs. Emergency Management is responsible for the overall emergency preparedness of the City of Lebanon in the event of a natural or manmade emergency and for maintaining the City Emergency Operations Plan.

The Lebanon Emergency Operations Plan establishes a framework for City government to provide assistance in an expeditious manner to save lives and to protect property in the event of a disaster. This plan was put to the test during the flash flooding event in July of 2013. While our plan worked well, City Emergency Management Team



JULY 2, 2013 FLASH FLOODING

found several areas where the city can improve our response and recovery actions during a post incident review conducted by the

The purpose of the Emergency Operations Plan is to facilitate the delivery of all types of emergency response and to help deal with the consequences of significant disasters. The Plan outlines the planning assumptions, policies, concept of operations, organizational structures and specific assignments of responsibility to the City departments and agencies involved in coordinating the Local, State and Federal response activities.

The Emergency Management Director also represents the City as the regional point of contact in our Public Health Emergency Planning. The region has worked over the last 10+ years to develop a comprehensive response plan for dealing with public health emergencies.

Goals for 2014

- Increase public awareness and communications capability for major citywide emergencies.
- Implement the statewide web-based reverse 911 system and promote enrollment in the LebAlert notification system.
- Develop and Implement a comprehensive Emergency Management Recovery Plan.

Appendix A

PUBLIC SAFETY - OUTCOME #5:
HEIGHTENED CITIZEN AWARENESS AND ENGAGEMENT
(Fire)

STRATEGIES

- Develop a Web-based Citizen Survey
- Develop Curriculum for Citizen Academy
- Reduce Incidents of Non-emergency 911 Responses

OUTCOME MEASURES

- # and % of residents responding to web survey
- # of people attending citizen academy (pre and post survey of attendees on knowledge of FD service areas)
- # of residences with working smoke and/or carbon monoxide detectors
- % reduction/increase in the number of non-emergency calls for service

RESULTS & COMMENTS (This section should be completed at the end of the year)**Benchmarks**

- Conducted 1st Citizen Academy – History and Overview of the LFD – September 26, 2013
- Working with software vendor to develop custom reports and data sets. Estimated Completion Date – 3/1014
- Developed draft of 6 key questions for Citizens Survey

PUBLIC SAFETY - OUTCOME #6:
“BEST IN CLASS” FIRE & EMERGENCY MEDICAL SERVICES
(Fire)

STRATEGIES

- Identify “Best Practices” for Fire & EMS Service
- Survey Public to Seek Input on Desired Services
- Seek Grants to Reduce Direct Cost of Services to Residents

OUTCOME MEASURES

- # of Developed and/or updated policies and procedures related to mandated and consensus safety standards for fire and EMS service delivery
- Fire Department Accreditation within 3 years
- # and % of residents responding to web survey

RESULTS & COMMENTS (This section should be completed at the end of the year)

Benchmarks

- Initial review of existing policies – completed 2/2013
- Review of needed policies – completed 2/2013
- Purchased Department Training and Policy Management Software – 11/2013
- Developed technology implementation plan for FD Dispatch
 - Phase I – Implement IMC Fire Dispatch – est. completion – 2/2014
 - Phase II – Implement IMC/FireHouse CAD Link – est. completion – 12/2014
 - Phase III – Explore I pad based incident management software – 12/2014
- Completed equipment purchase for Technical Rescue Grant – 1/2014
- Developing response policy and procedures related to Technical Rescue – 4/2014
- Developing 5 year plan for Department Training – 4/2014

Current Grants

1. 2010 – State HLS Grant – Water Security Upgrades - \$6800 – awarded in 2013
2. 2012 State HLS – Swift Water Rescue Equipment – received grant \$51,111.00
3. 2013 FEMA, Staffing for Adequate Firefighters Grant - pending

PUBLIC SAFETY - OUTCOME #7:
SAFETY & SECURITY OF LIFE AND PROPERTY FOR BUILDING CONSTRUCTION AND OCCUPANCY
(Fire)

STRATEGIES

- Maintain up-to-date Fire & Life Safety Codes
- Review Inventory Multi-Family Dwellings (Three or Greater Units)
- Develop Self-inspection Program for Multi-Family Dwellings

OUTCOME MEASURES

- Adoption of the most recent version of the Fire Code within 3 years of release
- # of three or greater family dwellings in the City
- Adoption of Self-inspection program by City
- # of responses by landlords to self-inspection program
- Increase/Decrease in the number of renter generated Fire Code complaints

RESULTS & COMMENTS (This section should be completed at the end of the year)

Benchmarks

- Updating list of 3 or greater family dwellings- 5/1/2013
- Developed self inspection checklist – 3/1/2013
- Developing custom firehouse reports – due 5/15/2013

To Do

- Complete review of all city fire codes and prepare ordinance change – 1st draft completed in 2012 –
- Propose new City Fire Code and Fee Schedule – 3/2014
- Propose New Ambulance Fee Schedule – 3/2014

Challenges – 2013-2014

- DHMC
 - Building 7 – new research building
 - Buildings 1-3 – re-configuration
 - CCU
 - DHMC – CNG Facility – over 100 staff hours
- Element Hotel
- Iron Horse Development
- Quail Hollow
- Sleeper Village
- Conference Center off Heater Road
- Mascoma Shores Residential Development
- Pike Asphalt conversion to CNG

PUBLIC SAFETY - OUTCOME #8:
IMPROVED CITIZEN AWARENESS OF EMERGENCY PREPAREDNESS
(Fire)

STRATEGIES

- Develop Local Emergency Preparedness Website and Communication Tools
- Develop Public Outreach Session for Citizens
- Increase Personal Emergency Preparedness

OUTCOME MEASURES

- # of hits to Emergency Preparedness webpage
- # of attendees at public preparedness outreach sessions

RESULTS & COMMENTS (This section should be completed at the end of the year)

Benchmarks

- Working with regional public health emergency planning group to develop strategies - ongoing
- State release of Reverse 911 – SOP released 3/1/2013 – pending approval for access
 - Police and Fire Chiefs received training and access – 11/1/2013
- Community Forum held after July Flash Flooding – July 24, 2013
- Working through extensive FEMA process for Public Assistance
- Met with VT-NH Red Cross to develop updated Mass Sheltering Plan and MOU's
- Continue to work with FEMA related to July storm damages

To Do

- Develop Incident Specific User Groups for Reverse 911 – 2/2014
- Update City EM Web Page – 3/2014
- Develop list of community groups to address – 4/2014
- Develop City Recovery Plan annex to Emergency Operations Plan – 5/2014